LEADER STANDARD WORK

Embracing Excellence

Lean Conference

June 6 - 2022

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INTRODUCTIONS

About me slide 1

- Professional Engineer
- I’m a transformation coach with Duha
- Lean BB Champion BB in 2011
- CI Transformation Champion BB in 2020
- Working in industry for over 15 years

First! Introductions

Name
Company
Session Expectation

Who We Are

Duha Group

CONNECTING THE WORLD WITH COLOUR

The Duha Group of Companies

Members
Canada - 1949
USA - 1992
Australia – 1992
UK - 2016

Partners
Mexico - 1997
China - 2005

Joint Ventures
Singapore - 1994
Germany - 2010

= 1000+ Lean Champions

Markets Served

2000+ Customer in 100+ Countries =

What We Do

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CONNECTING THE WORLD WITH COLOUR

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Leaders in Colour Sampling

Products used by...

- Retail Paint Industry
- Paint Manufacturers
- Automotive Paint Industry
- Other various color or texture specific industries

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Wal-Mart

Glidden
Better Homes
ColorPlace
BRILLIANCE Collection
TOP 10
Glidden gets you going
EDITORS' CHOICE FAVORITES

How We Approached our CI Journey

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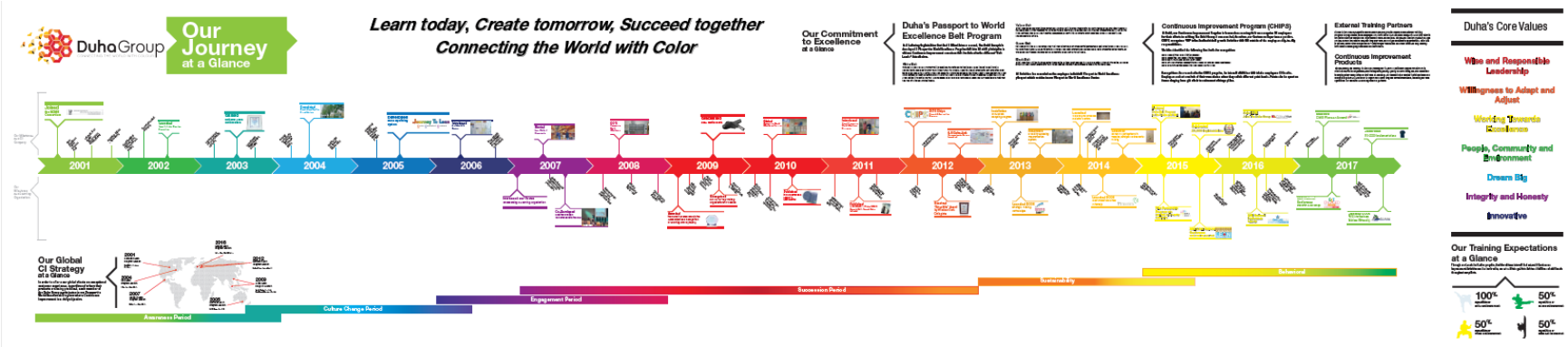
How We Approached our CI Journey



- 20+ year journey
- Started by chance but sustained by necessity & culture.
- We certainly didn't always get it right the first time!

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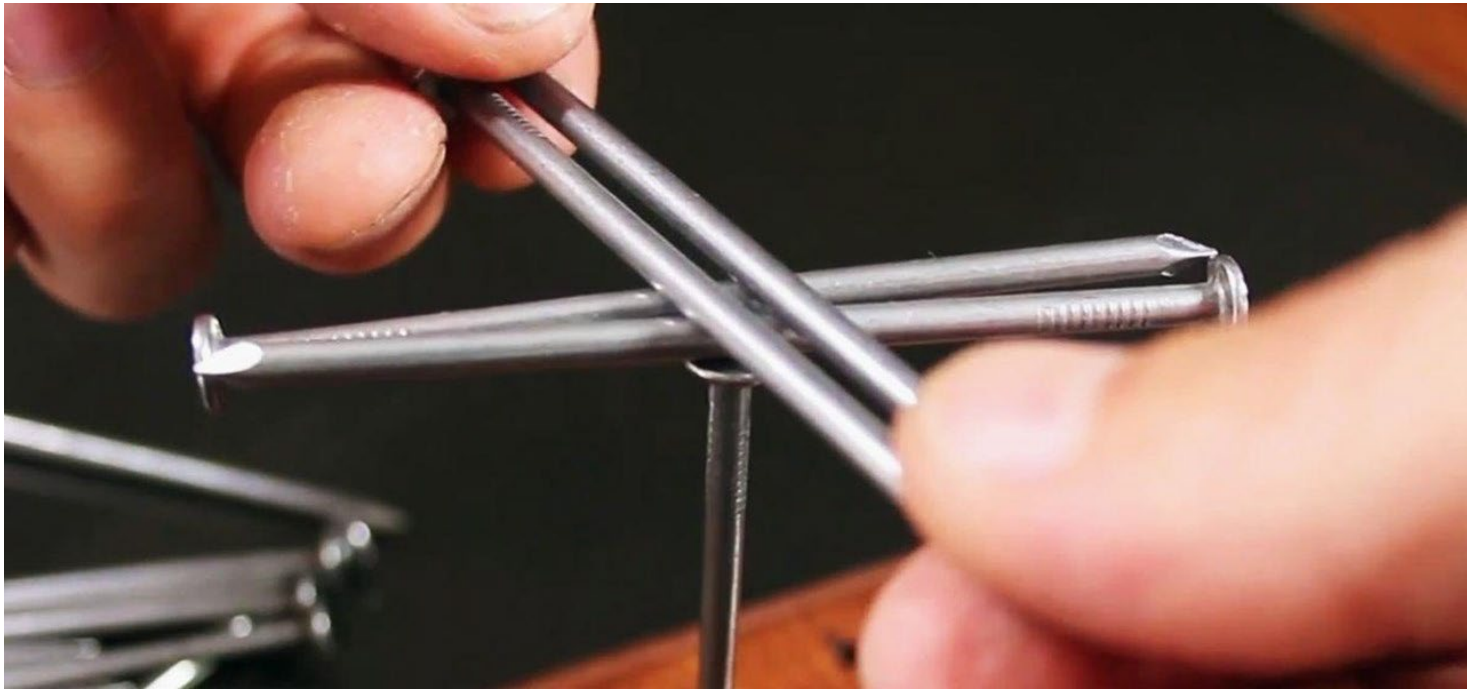
OUTCOMES

Objectives

- When you walk out of here to be able to build an Leader Standard Work system
  - Repetitive task management
  - Leader Standard Work
  - Visual management

BALANCING
ICE BREAKER

Nail challenge



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How to ensure tasks get done

- Keep it **simple**
- Help with **time management**
- Give ownership/ **accountability**
- Give **understanding of why**
- Make it **visual**
- Create a **habit**

Building Habit Example

https://www.youtube.com/watch?v=xEMjTtaTzB8#action=share

Benefits of Repetitive Task Management

- Employee Accountability
- Increases employee knowledge
- Frees maintenance personal for larger issues
- Encourages a teamwork environment
- Eliminates potential safety risks

Benefits of Repetitive Task Management

- Improved plant productivity & capacity
- Lower operating costs

- Improved equipment lifespan and reliability
- Better quality & on time delivery to our customers
- Allows focus on more strategic requirements

Repetitive Task Management Tools

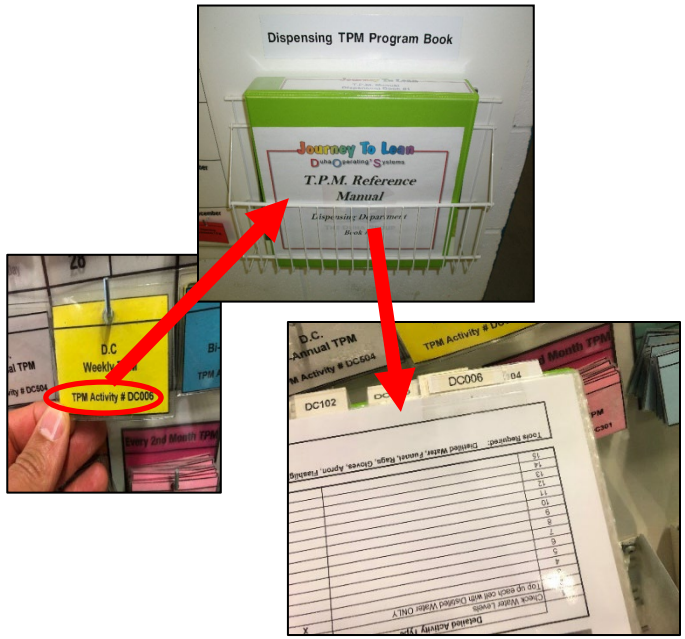
- Visual Tool
- Helps manage recurring tasks
  - Important
  - Often forgotten
  - Miss because of absence
- Easy to manage
  - Employee
  - Supervisor
  - Team

Repetitive Task Management Activity Centre

- Leader friendly
- Team Oriented
- Individual Accountability

Determining Daily TPM Activities required

- Designate goes to the board
- Takes current tag(s)
- Assign at huddle
- Find activity number on tag
- Match to the number in the activity binder



Completing the Activity

- Each section has a related SOP
- Take any tools required to complete the activity
- Follow the Step by Step instructions set up

Completed TPM Activities

- When the task has been completed
- Flip the T.P.M. card to the completed (green) side
- Initial the card
- Place it back on the current date hook (at back)
- Uncompleted tags are always to the front

Monthly Repetitive Task Management Center

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TEAM
ACTIVITY

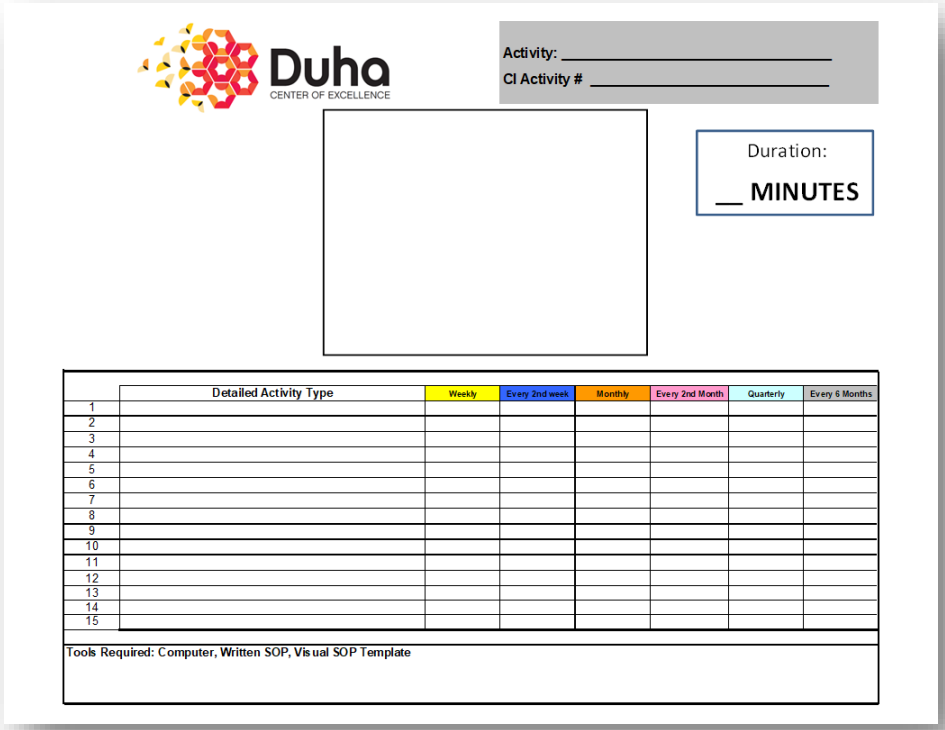
Teams Gather

- Gather into teams

- Brainstorm 3 repetitive tasks
  - Once weekly
  - Once monthly
  - Once every 3 months (quarterly)

- Put your team number on each tag

Build an SOP



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Activity: _____
CI Activity # _____

Duration:
__ MINUTES

	Detailed Activity Type	Weekly	Every 2nd week	Monthly	Every 2nd Month	Quarterly	Every 6 Months
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							

Tools Required: Computer, Written SOP, Visual SOP Template

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In teams

- Go to your board

- This is June… write June as the month
  - Identify which dates are Saturday/ Sunday
  - Cross off each weekend date and any holidays as applicable

In teams

- We are looking at 4 weeks…
- We have one task that is to be done weekly…
  - Pick a day to complete this task… M? T?...
  - Put one tag on that weekday for each workweek

In teams

- We are looking at 1 month…
- We have one task to be done Monthly
  - Pick a day to complete this task… there are 22 to pick from
- We need one monthly tag
  - One monthly task… next month we use the same tag

In teams

- We are looking at 1 full month… plus 12 months on the bottom

- We have one task to be done every 3 months
- put one on your board for June – pick a day
  - Put one in three months (Sept)
  - Put one in another 3 months (Dec)
  - Put one in another 3 months (Mar)

- Each month we replace the quarterly tags

Repetitive Task Management Center

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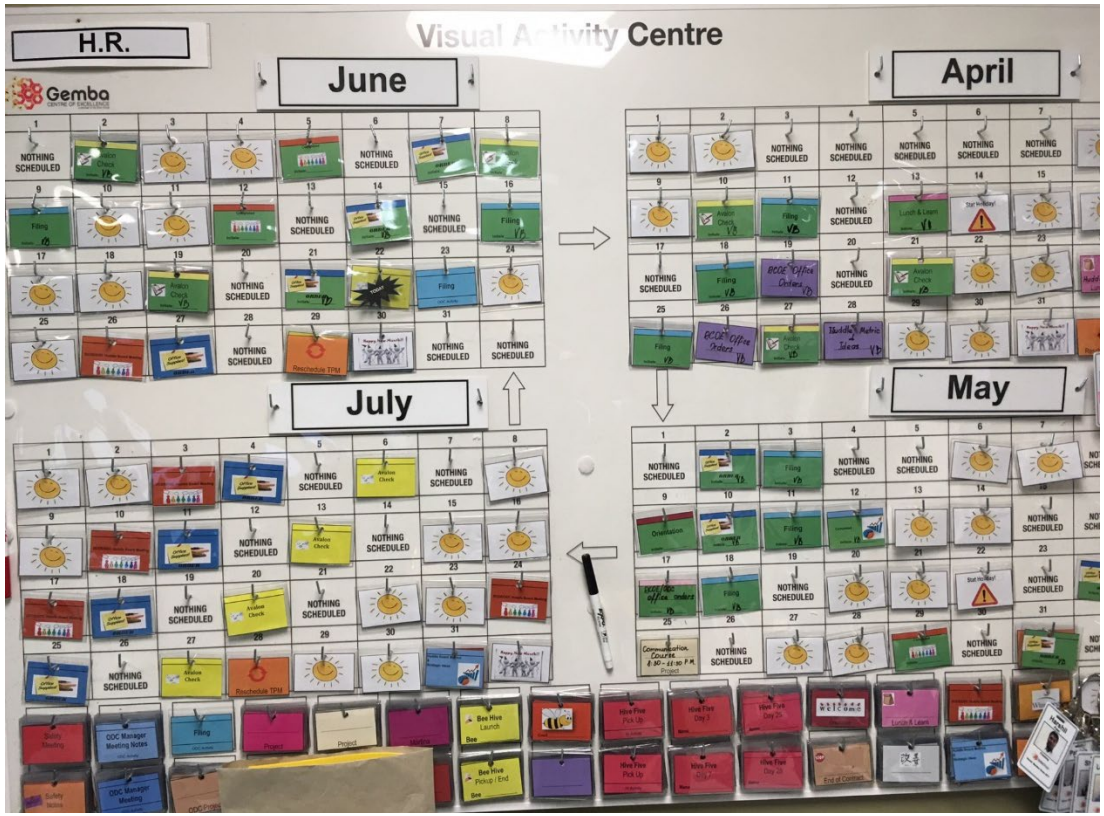
4 Month Repetitive Task Management Center



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Repetitive Task Center - Charlottetown

Monthly Task Calendar - Loading the Board

September 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Labor Day	3 BL: Customer Quality Review BL: HS& E Meeting	4 BL: Action Plan Review BL: Branch Manager Meeting	5 BL: Work Place Observation P&D: Cardlock Inspection	6	7
8	9 BL: Sales Meeting	10 BL: Customer Quality Review BL: HS& E Meeting	11 BL: Action Plan Review BL: Branch Manager Meeting	12 BL: Work Place Observation P&D: Cardlock Inspection	13	14
15	16 BL: Sales Meeting	17 BL: Customer Quality Review BL: HS& E Meeting	18 BL: Action Plan Review BL: Branch Manager Meeting	19 Reload Board BL: Work Place Observation P&D: Cardlock Inspection	20 JOSH Meeting w/Prep	21
22	23 BL: Sales Meeting	24 BL: Customer Quality Review BL: HS& E Meeting	25 BL: Action Plan Review BL: Branch Manager Meeting	26 BL: Work Place Observation P&D: Cardlock Inspection	27	28
29	30 BL: Sales Meeting					

Monthly Task Calendar – Manage Daily Tasks

#	Task
15	Branch Rep.: Check Daily Customer Inbox
5	P & D: KPI#1 Huddle -Update Fill Rate %
6	P & D: KPI#2 Huddle -Update Run Out %
7	P & D: KPI#1 Huudle -Update Fleet Utilization %
2	P & D: Delivery Exception Form (Adjustments)
2	Service; Check Daily Inbox

September 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Once all daily tasks have been completed, initial on the current date in the calendar above.

Each month, before the C.I. Balancing Center is rescheduled, the department and facility authorities must verify that all activities have been completed (tags turned over and initialed). This includes the daily activities which are initialed each day on the calendar above to indicate completion of all daily tasks. Staple the activity calendar to this sheet and submit.

Authorized Signature 1: _____ Date: _____

Authorized Signature 2: _____ Date: _____

QUESTIONS ??

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SYSTEM GOALS

- We want flow
  - Things sitting waste time
- We want things to continually be getting better
  - Constantly reviewing and looking for a better way
  - Improvements are a waste if the don't sustain
- We want sustainment
  - When pout in place, things stay in place…
- We want visual management
  - Easy to see eady to share easy to manage

Repetitive Task Lists – Branch Leaders

Leader Standard Work

Roles & Responsibilities – Branch Leadership

	Action #	Primary Owner	Secondary Owner	Weekly Cadence	Monthly Cadence	Annual per Year	Weekly Com. (minutes)	Monthly Com. (minutes)	Annual Com. (min.)	VSOP (Y/N)
1. Work Place Observation	1	Karrie	Cheryl	1X	4X	48X	180	720	9360	
2. Health and Safety Meeting	2	Karrie			1X	12X		90	1080	
3. JOSH Meeting	3	Cheryl			1X	12X		90	1080	
4. Sales Meeting	4	Karrie	Cheryl	1X	4X	48X	60	240	2880	
5. Action Plan Review /Update (8B & 8C)	5	Karrie	Cheryl	1X	4X	48X	15	60	720	
6. Customer Quality Review	6	Cheryl		1X	4X	48X	45	180	2160	
7. Branch Managers Meeting	7	Karrie		1X	4X	48X	60	240	2880	
8. Payroll Preparation	8	Karrie	Cheryl		2X	24X	240	480	5760	
9. On Call Schedule Driver	9	Karrie			1X	12X		60	720	
10. On Call Schedule Burner	10	Cheryl			1X	12X		60	720	
11. Staples Order	11	Cheryl			1X	12X		30	360	
12. Acklands Grainger Order	12	Cheryl			1X	12X		30	360	
13. Ikrac Updates	13	Cheryl		1X	4X	48X	30	120	1440	
14. Gasboy Cardlocks Billing	14	Cheryl		1X	4X	48X	120			Y
15. Truck Registration	15	Cheryl				1X			480	
16. Drivers Abstract	16	Cheryl				1X			240	
Total Hours per Monthly Available	160 Hrs.									
Total Hours Total Minute Scheduled	38 Hrs.									
% of Time Allocated to Leader Standard Work	24%									

Repetitive Task Lists – Branch Representatives

Leader Standard Work

Roles & Responsibilities – Branch Representation

	Action #	Primary Owner	Secondary Owner	Daily Cadence	Weekly Cadence	Monthly Cadence	Annual per Year	Weekly Com) (mins.)	Monthly Com, (Min.)	Annual Com. (Min.)	VSOP (Y/N)
1. Marked Diesel Permits	1					12X			480		
2. Monthly Forms	2					1X	12X		60		
3. Monthly Supplies	4					1X	12X		60		
4. COD Check	5				1X	4X	48X	60			
5. Call in 10 Month Budgets	6						1X			4800	
6. Call in 12 Month Budget	7						1X			1440	
7. Review Call In's taken off on Auto	8				1X	4X	48X	60			
8. Generate Auto on Hold Ticket	9				1X	4X	48X	30			Y
9. Credit Card Expiry	10					1X	12X		1440		
10. Daily Customer Inbox Check	11			1X	5X	22X	264K				
11. Review Return Mail	12				1X	4X	48X	30			
Total Hours per Monthly Available	160 Hrs.										
Total Hours Total Minute Scheduled	Hrs.										
% of Time Allocated to Leader Standard Work	%										

Repetitive Task Lists – Sales

Roles & Responsibilities – Sales

	Action #	Primary Owner	Secondary Owner	Daily Cadence	Weekly Cadence	Monthly Cadence	Annual per Year	Weekly Com) (mins.)	Monthly Com, (Min.)	Annual Com. (Min.)	VSOP (Y/N)
1. Airmiles Promo Submission	1				1X	12X	48X	30			
2. Equipment Sales Submission	2				1X	12X	48X	60			
3. Consumption Report for Commercial Customers (volume up/down)	3					1X	12X		60		
4.	4										
5.	5										
6.	6										
7.	7										
8.	8										
9.	9										
10.	10										
11.	11										
12.	12										
13.	13										
Total Hours per Monthly Available	160 Hrs.										
Total Hours Total Minute Scheduled	Hrs.										
% of Time Allocated to Leader Standard Work	%										

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Repetitive Task Lists – Planning & Dispatch

Leader Standard Work

Roles & Responsibilities – Planning & Dispatch

	Action #	Primary Owner	Secondary Owner	Daily Cadence	Weekly Cadence	Monthly Cadence	Annual per Year	Daily Com. (Min.)	Weekly Com) (Min.)	Monthly Com, (Min.)	Annual Com. (Min.)	VSOP (Y/N)
1. Review of all Hold Codes	1					1X	12X			60		
2. Run Out Reports Summer	2				1X	4X	48X		30			Y
3. Run Out Reports Winter	3				2X	8X	96X		120			Y
4. Monthly Truck Inspection	4					1X	12X			30		
5. KPI 1 – Fill Rate %	5			1X	5X	22X	264X	10				
6. KPI 2 – Run Out %	6			1X	5X	22X	264X	10				
7. KPI 3 -	7			1X	5X	22X	264X	10				
8. Delivery Exception Report	8			1X	5X	22X	264X	30				
9. Ticket Integrity	9				2X	8X	96X		30			
10. Auto Ticket Review	10				1X	4X	48X		240			
11. Enter Maintain Customer Data in Infosys	11				1X				240			Y
12. Future Automatic Infosys Ticket Selection	12				1X				240			Y
13. Monthly Truck Inspection	13					1X	12X		60			
Total Hours per Monthly Available	160 Hrs.											
Total Hours Total Minute Scheduled	Hrs.											
% of Time Allocated to Leader Standard Work	%											

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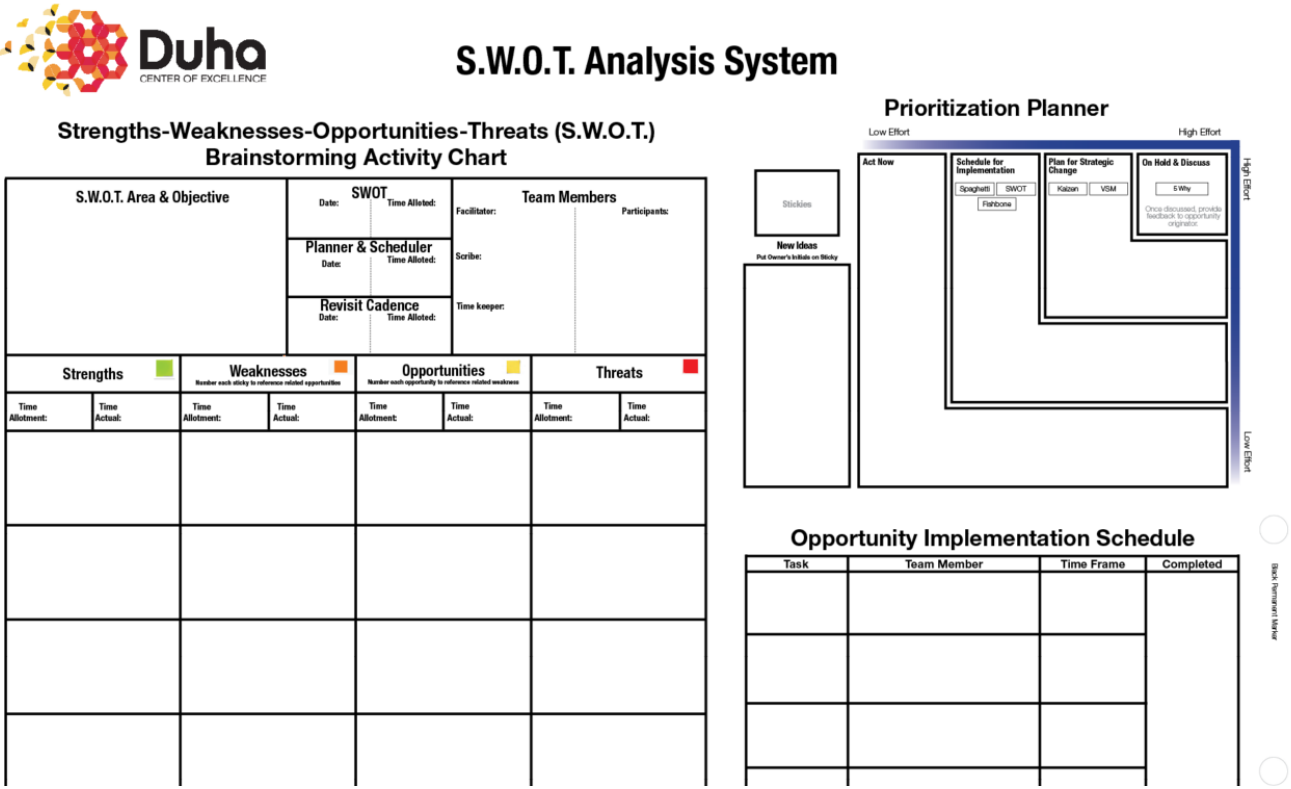
S
WEAKNESSES
O
THREATS
BRAINSTORM
STRENGTHS
W
OPPORTUNITIES
T

SWOT System



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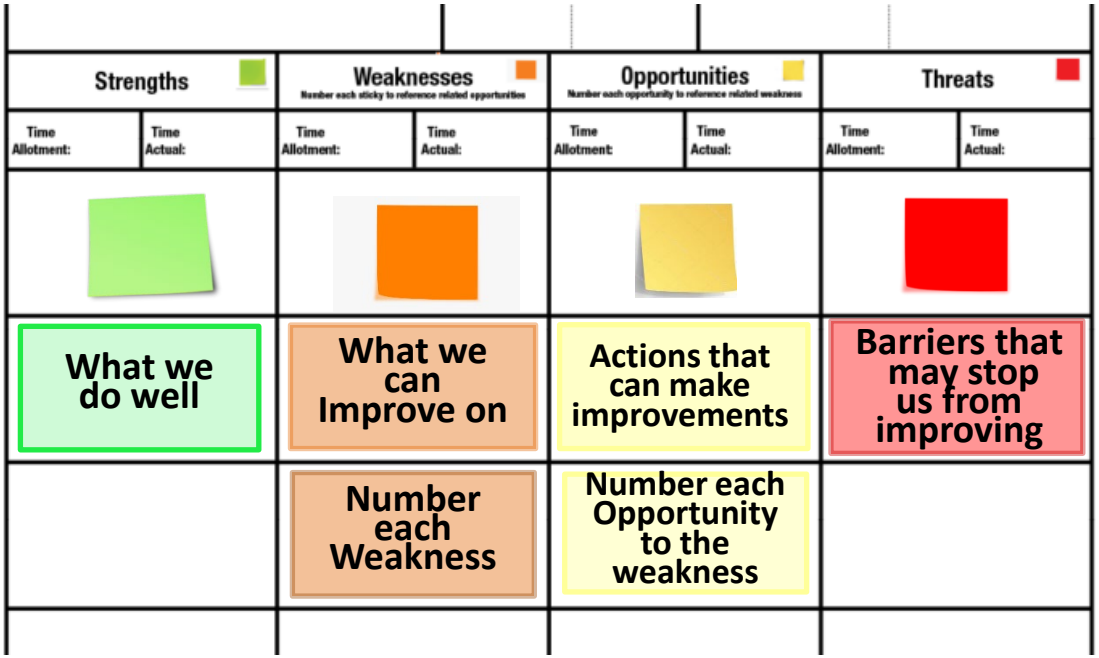
SWOT Tool

1. Brainstorm each section of the tool
2. Number the Weaknesses
3. Number Opportunities aligning with the Weakness



Leader Standard Work
SWOT

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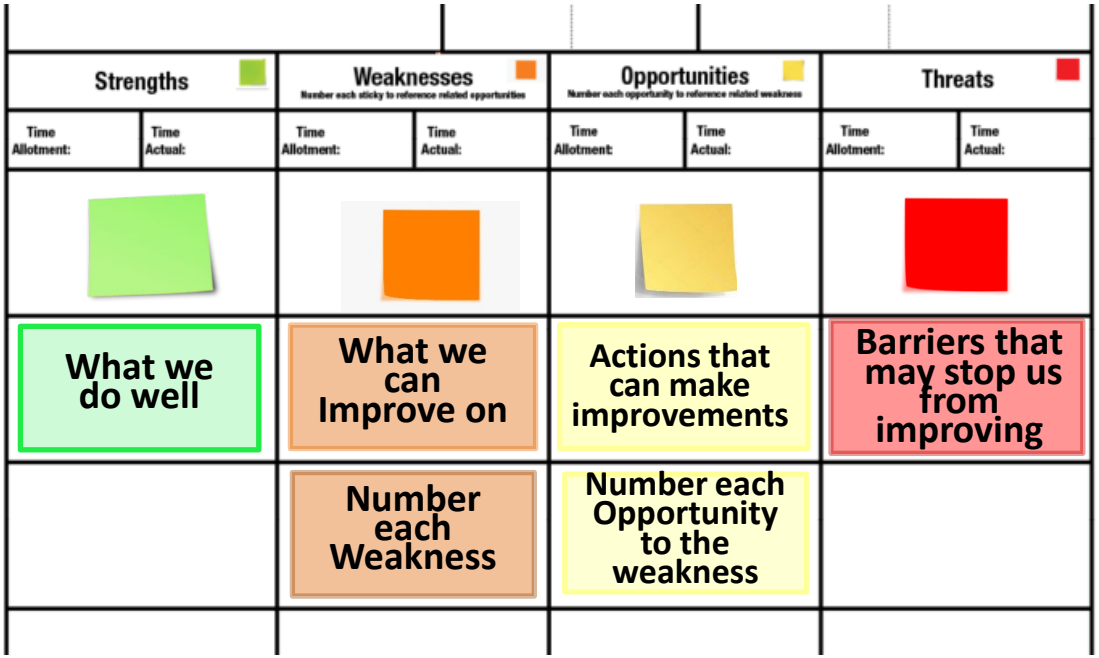
SWOT themes

- Ease troubled minds
- Succession planning
- Maintain CI
- Maintain Performance

SWOT Tool

1. Brainstorm each section of the tool
2. Number the Weaknesses
3. Number Opportunities aligning with the Weakness



4 teams

- Brainstorm 3 Leader repetitive tasks
  - Once weekly
  - Once monthly
  - Once every 3 months (quarterly)

- Number each tag

15 MINUTE
BREAK

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SOP training with PB Sammy video

https://www.youtube.com/watch?v=Ct-lOOUqmyY

Pen simulation

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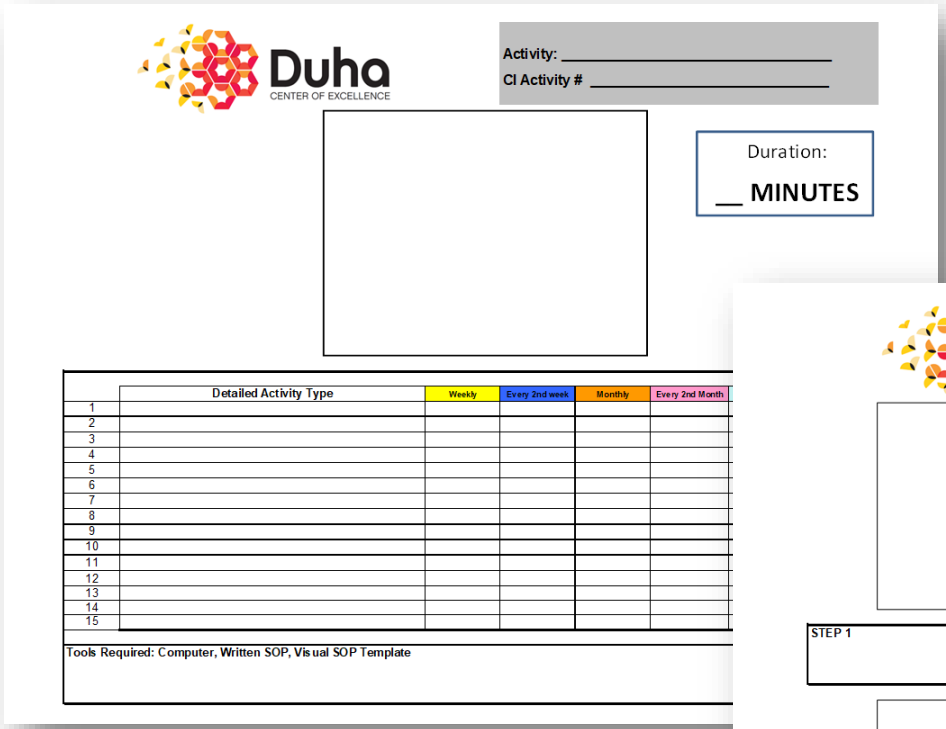
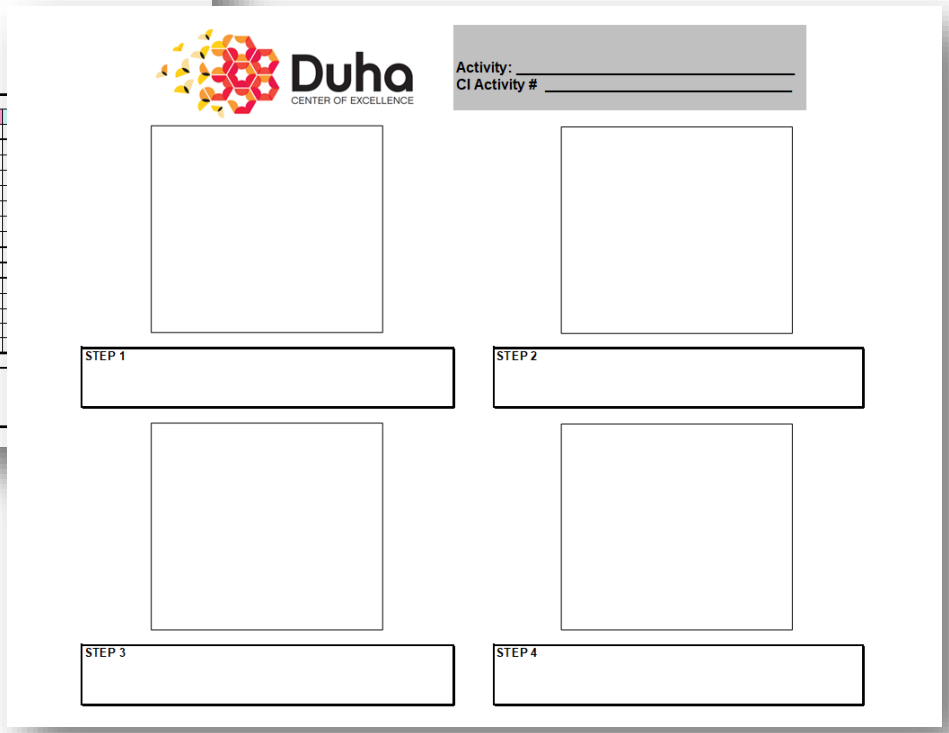
Build a Visual TPM Activity





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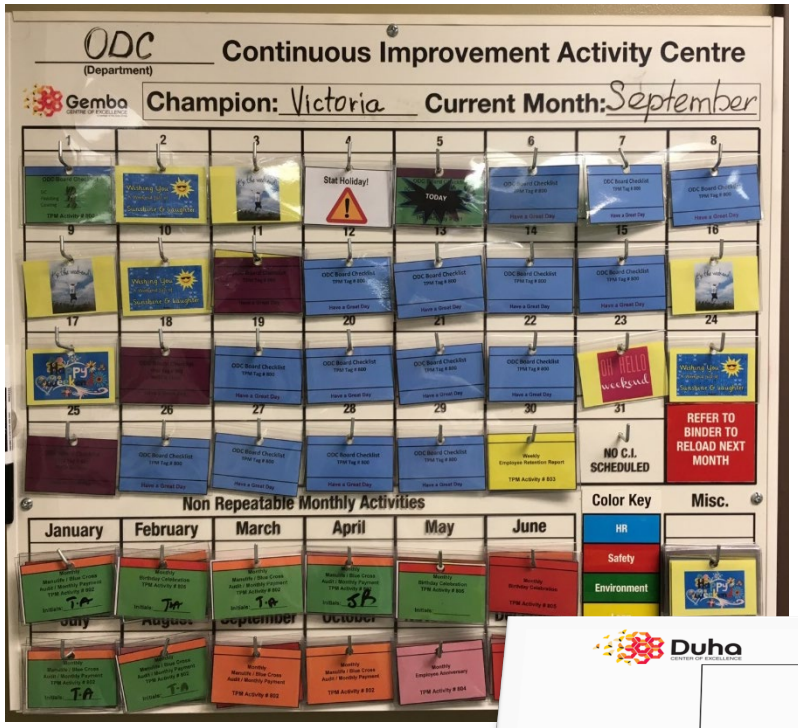
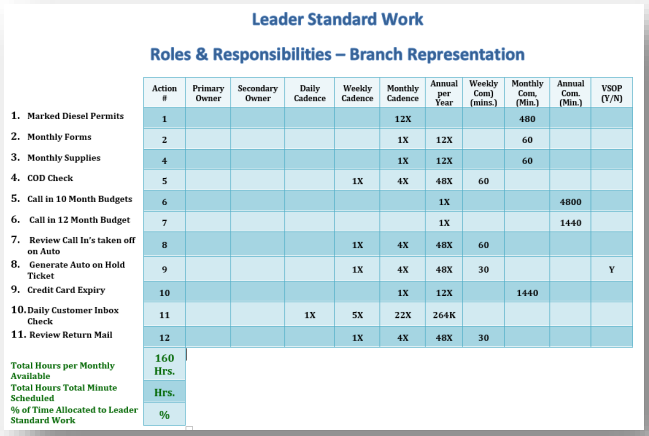
Leader Standard Work System

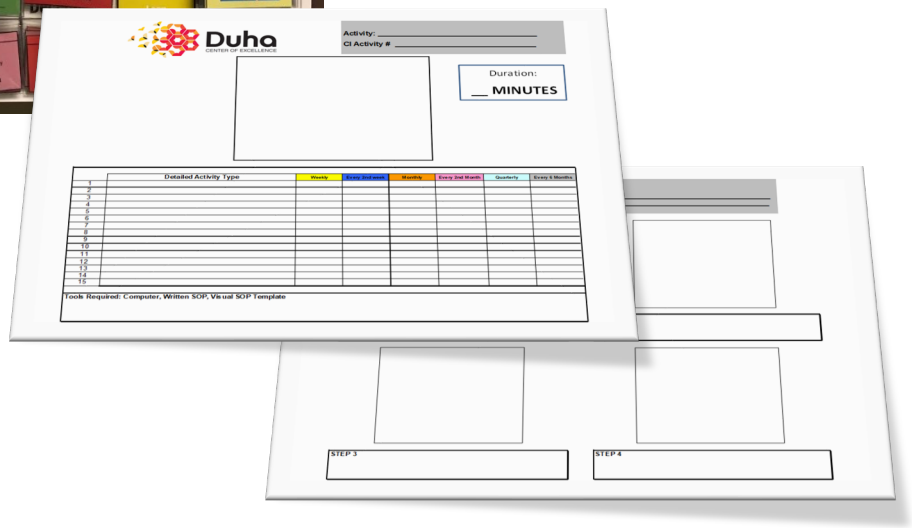




Leader Standard Work

Roles & Responsibilities – Branch Representation

	Action #	Primary Owner	Secondary Owner	Daily Cadence	Weekly Cadence	Monthly Cadence	Annual per Year	Weekly Com] (mins.)	Monthly Com. (Min.)	Annual Com. (Min.)	VSOP (Y/N)
1. Marked Diesel Permits	1					12X			480		
2. Monthly Forms	2					1X	12X		60		
3. Monthly Supplies	4					1X	12X		60		
4. COD Check	5				1X	4X	48X	60			
5. Call in 10 Month Budgets	6						1X			4800	
6. Call in 12 Month Budget	7						1X			1440	
7. Review Call In's taken off on Auto	8				1X	4X	48X	60			
8. Generate Auto on Hold Ticket	9				1X	4X	48X	30			Y
9. Credit Card Expiry	10					1X	12X		1440		
10. Daily Customer Inbox Check	11			1X	5X	22X	264K				
11. Review Return Mail	12				1X	4X	48X	30			
Total Hours per Monthly Available	160 Hrs.										
Total Hours Total Minute Scheduled	Hrs.										
% of Time Allocated to Leader Standard Work	%										



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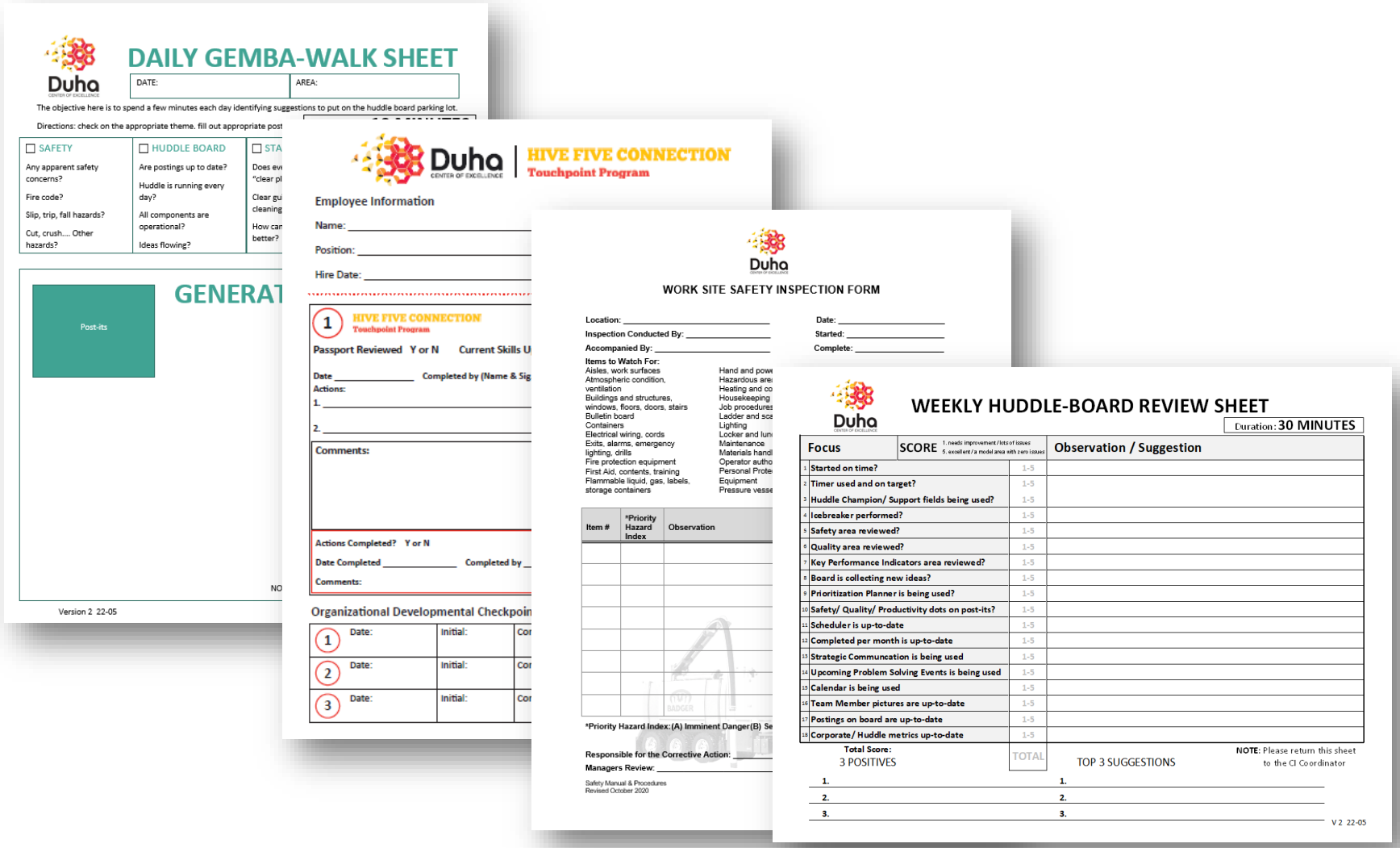
Examples



DAILY GEMBA-WALK SHEET

DATE: AREA:

The objective here is to spend a few minutes each day identifying suggestions to put on the huddle board parking lot.

Directions: check on the appropriate theme. fill out appropriate post

SAFETY	HUDDLE BOARD	STA
Any apparent safety concerns?	Are postings up to date?	Does ev "clear pl
Fire code?	Huddle is running every day?	Clear gu cleaning
Slip, trip, fall hazards?	All components are operational?	How can better?
Cut, crush.... Other hazards?	Ideas flowing?	

GENERAT

Post-its

Version 2 22-05

HIVE FIVE CONNECTION
Touchpoint Program

Employee Information

Name: _____

Position: _____

Hire Date: _____

1 HIVE FIVE CONNECTION Touchpoint Program

Passport Reviewed Y or N Current Skills U

Date _____ Completed by (Name & Sig

Actions:

1. _____

2. _____

Comments:

Actions Completed? Y or N

Date Completed _____ Completed by _

Comments:

Organizational Developmental Checkpoin

1	Date:	Initial:	Cor
2	Date:	Initial:	Cor
3	Date:	Initial:	Cor

WORK SITE SAFETY INSPECTION FORM

Location: _____ Date: _____

Inspection Conducted By: _____ Started: _____

Accompanied By: _____ Complete: _____

Items to Watch For:

Aisles, work surfaces
Atmospheric condition, ventilation
Buildings and structures, windows, floors, doors, stairs
Bulletin board
Containers
Electrical wiring, cords
Exits, alarms, emergency lighting, drills
Fire protection equipment
First Aid, contents, training
Flammable liquid, gas, labels, storage containers
Hand and pow
Hazardous are
Heating and co
Housekeeping
Job procedures
Ladder and sca
Lighting
Locker and lun
Maintenance
Materials handl
Operator autho
Personal Prote
Equipment
Pressure vesse

Item #	*Priority Hazard Index	Observation

*Priority Hazard Index: (A) Imminent Danger (B) Se

Responsible for the Corrective Action: _____

Managers Review: _____

Safety Manual & Procedures
Revised October 2020

WEEKLY HUDDLE-BOARD REVIEW SHEET

Duration: 30 MINUTES

	Focus	SCORE 1. needs improvement / lots of issues 5. excellent / a model area with zero issues	Observation / Suggestion
1	Started on time?	1-5	
2	Timer used and on target?	1-5	
3	Huddle Champion/ Support fields being used?	1-5	
4	Icebreaker performed?	1-5	
5	Safety area reviewed?	1-5	
6	Quality area reviewed?	1-5	
7	Key Performance Indicators area reviewed?	1-5	
8	Board is collecting new ideas?	1-5	
9	Prioritization Planner is being used?	1-5	
10	Safety/ Quality/ Productivity dots on post-its?	1-5	
11	Scheduler is up-to-date	1-5	
12	Completed per month is up-to-date	1-5	
13	Strategic Communcation is being used	1-5	
14	Upcoming Problem Solving Events is being used	1-5	
15	Calendar is being used	1-5	
16	Team Member pictures are up-to-date	1-5	
17	Postings on board are up-to-date	1-5	
18	Corporate/ Huddle metrics up-to-date	1-5	

Total Score: TOTAL

3 POSITIVES

1. _____
2. _____
3. _____

TOP 3 SUGGESTIONS

1. _____
2. _____
3. _____

NOTE: Please return this sheet to the CI Coordinator

V 2 22-05

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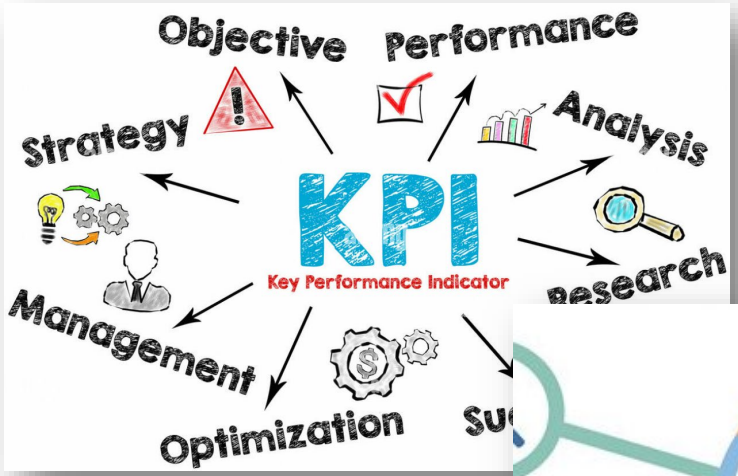
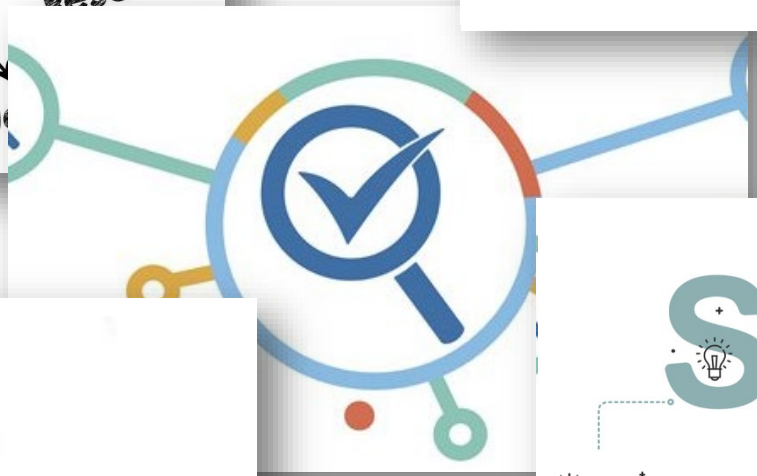
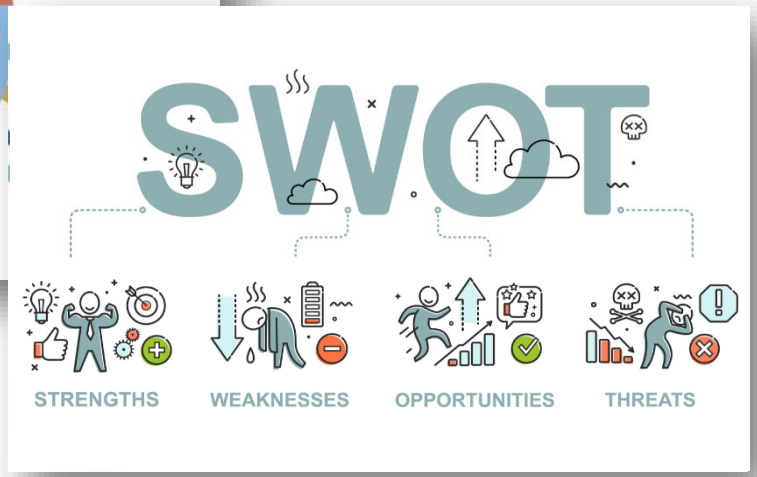
Examples







A Never Ending Journey

Duha Operating Systems

Duha
CENTRE OF EXCELLENCE

Repetitive Task Management Review

Benefits of RTM

- Organizes our time (saves time)
- Keep us to Commitments
- Defines Best Practices as a standard
- Allows us to respect the supply chain balance and needs
- Cross Trains others
- Allows for delegation and growth
- Build Stronger Teams
- **Practical and Easy to Apply**

QUESTIONS ??

A Never Ending Journey
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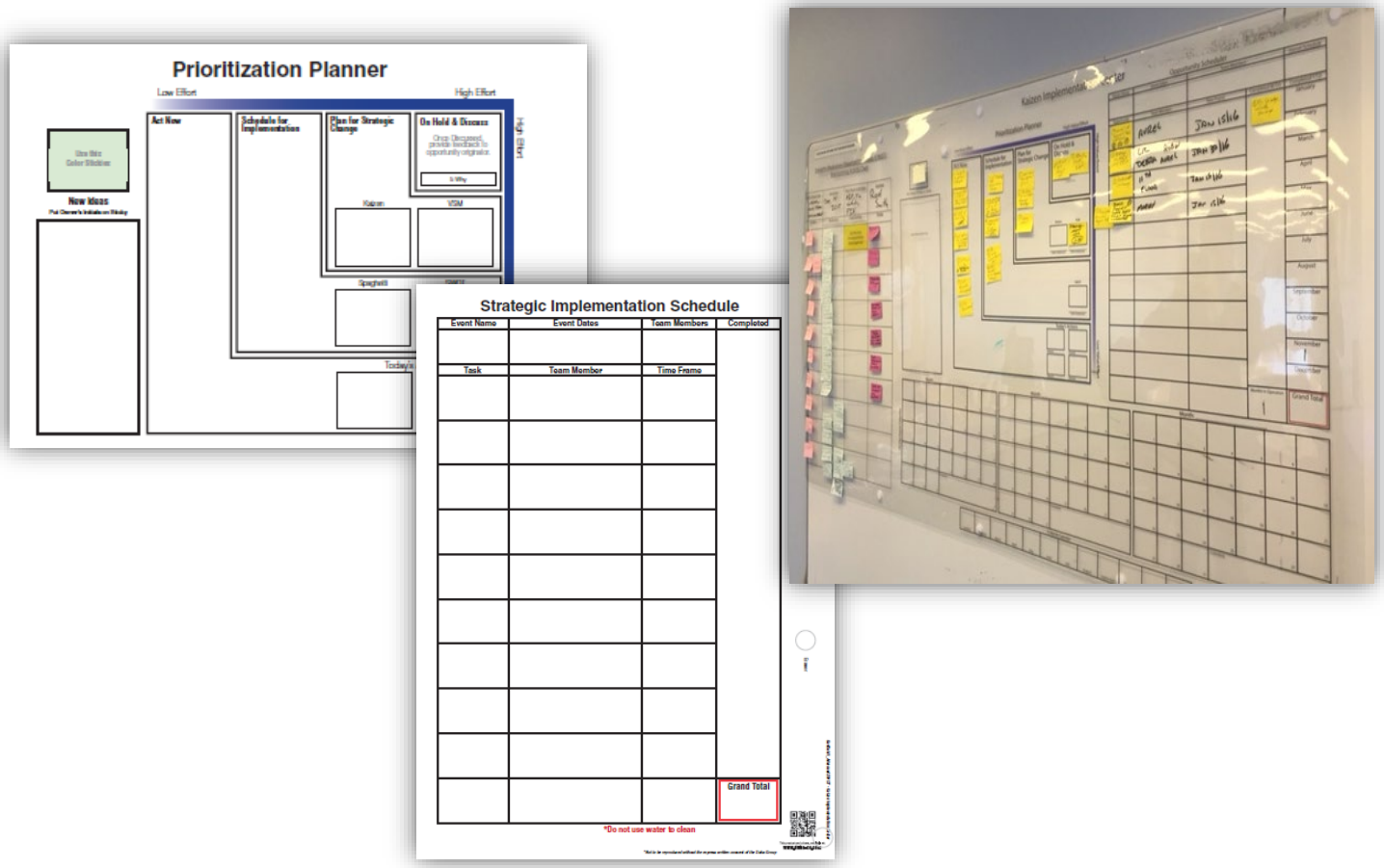
CENTRE OF EXCELLENCE

Task Management

Prioritize & Schedule!



A Never Ending Journey

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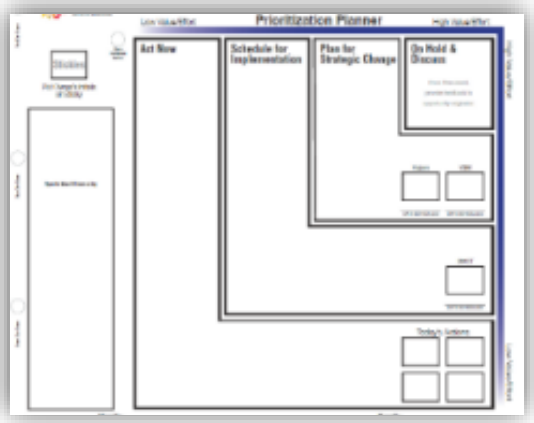
Prioritization Planner

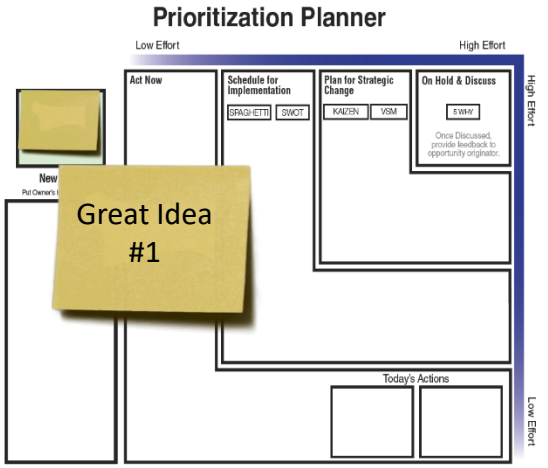
- Use to visually manage incoming ideas
- Make sure opportunities are numbered (match to weakness)
- Use the categories to decide the sequence ideas should be implemented



Review of the Prioritization Planner

1. Move ideas to planner

2. Discuss opportunity



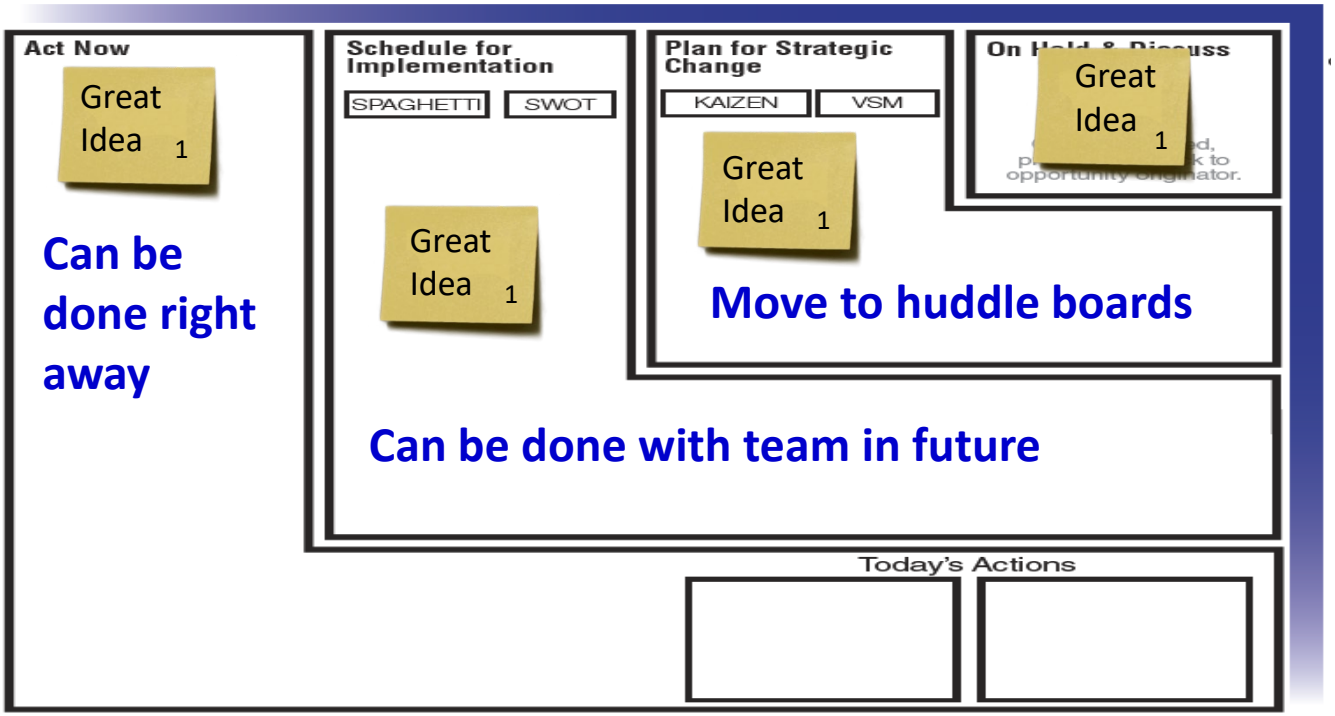
3. Move opportunity to applicable section

Prioritization Planner

Review of the Prioritization Planner

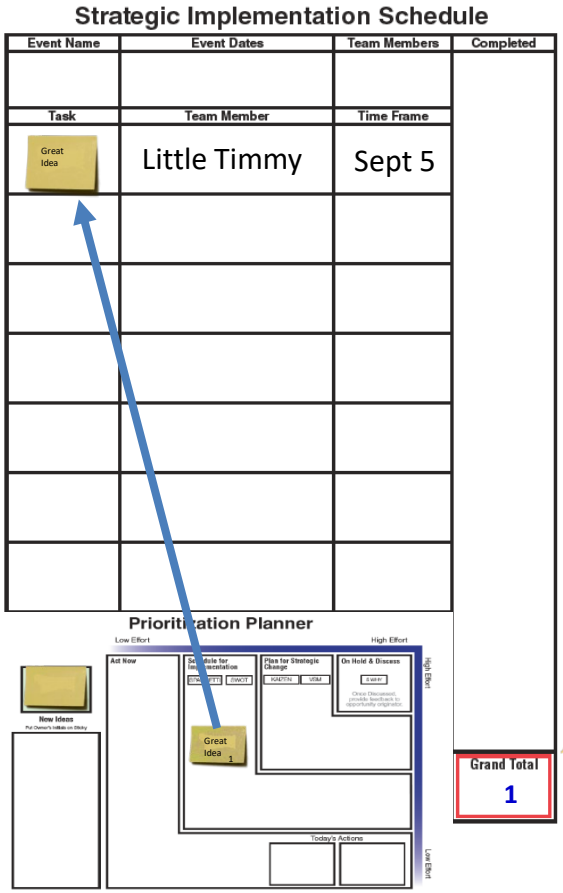
- Focus should match purpose

Plan B – Do not Do



Schedule

1. Move ideas from Planner to Scheduler
2. Assign an owner
3. Give reasonable time frame with input from owner
4. Move to completed column
5. Total all completed ideas



QUESTIONS ??

Tool time

Wrap up and QUESTIONS